

Improving service
whilst reducing
labour operating
costs by 35%



Challenge

When Newcastle transferred the running of the site catering to Sodexo Prestige, Sodexo asked Coriolis to find ways that service and profitability could be improved and demonstrate the benefit of the outsourcing.

This involved optimising two very different businesses, the football club on a match day and the conference centre on non-match days.

“

We are very pleased with the progress so far. With the help of Coriolis, I would like to see the Planning and Control systems rolled out to other Sodexo Prestige sites.

”

David Johnson
Managing Director

“

The new system works in a very intuitive way, and we are confident that we can continue to use it to deliver significant savings. Standardising the way that we manage labour has allowed us to give a consistent level of service at all times

”

Frankie Angus
Managing Director

Coriolis can help to improve your manufacturing and planning systems

Call +44 (0)8452 26 33 64

Email info@coriolis.co.uk



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Transformation

Essentially two different planning systems were developed, one for match days and a second for non-match days. The aim of the match day system was to plan match day resource as closely as possible to the volumes and locations required. This meant moving people from one location to another through the course of a match. For example in the 30 minutes before kick-off the public bars are three times as busy as they were an hour before, and the same happens at half time. The solution to meeting this fluctuating demand was to move people from other work stations to the public areas at key times. Planning this effectively required a detailed understanding of all the activities carried out in each area and when they had to be completed.

In many respects the principals above also applied to the conference centre work, only now the timeframes were hours and days rather than minutes and hours. The planning systems in this area were, by necessity, more complex, although their logical structure gave management the ability to handle this in a way that they could not previously.

Impact

- 52% reduction in non-match day labour costs
- 25% match day labour cost reduction
- 8:1 Return on investment

The results of the improved forecasting and planning were dramatic. A 10% reduction in labour Cost of Sales for match day hospitality, a 25% reduction for match day public and a 52% reduction for non-match days, the greatest proportion of sales. All this was achieved over a 12 week period and saved £600k annualised at an ROI of 8:1. Managers are now confident in using the new system to plan labour and the leadership team hope to, with the help of Coriolis, implement similar systems across other sites in their group.